

Rater's Guide – Beginning of the Rating Period

Reviewing Planned Objectives/Results and Overall Management Priorities

The EMCP Performance Appraisal Process requires discussion and approval by the reviewing authority of:

1. Areas of emphasis for Managerial Actions and Competencies
2. Planned Objectives/Expected Results (if used)
3. Relative weight of the Overall Management and Results components

Raters/Reviewers may wish to consider the following questions before and during their discussions with the responsible program manager

1. Overall Management (day-to-day administration of the program)

The Reviewer needs to confirm the proposed areas of emphasis to assure that they conform to needs. They may wish to ask

- What aspects of the day-to-day administration of the program are most important at this time? (e.g., Customer service? Developing new sources of funding? Improving the productivity of staff? Minimizing accidents and lost time?)
- What aspects of the day-to-day administration of the program are most in need of improvement at this time?
- Are those aspects appropriately reflected in the proposed relative weights for the different areas/factors in the Overall Management?

2. Planned Objectives/Expected Results (if applicable)

The Reviewer needs to confirm the proposed objectives to assure that the planned objectives are consistent with the department's view of necessary direction and/or redirection. In addition, they may wish to ask:

- Are the planned objectives the most important (or among the most important) for the program?
 - Why these?
 - Why not others?
- Is the time-line reasonable?
- Is the expected payoff worthwhile given the expected resources required?
- Are the rating criteria appropriate and clear enough to make a determination whether the objective has been achieved?
- Are the expected points (e.g., '400') consistent with the Results Evaluation Guide on Replacement page 9?
- How critical or essential is completion?

3. Balancing Planned Objectives/Results and Overall Management

Generally, Overall Management should be weighted at least 50% or more of the total. The actual ratio for the two components should reflect area of emphasis needed.

Heavier Weight on Overall Management

- Day to day operations and problems are heavy and reasonably consume virtually all of the manager's attention
- The program is well designed; work processes function well

Heavier Weight on Results

- Significant program and/or process redesign is needed to address current issues
- New requirements (e.g., Federal or legislative) require completion of a special project or the establishment of a new program

Rater's Guide – At the End of the Rating Period

Reviewing/Approving the EMCP Performance Appraisal at the end of the Rating Period

The EMCP Performance Appraisal Process requires discussion and approval by the Rater and the reviewing authority on:

1. Rating of performance on the Overall Management Component
2. Rating of Results (if applicable)
3. Overall Rating

Raters/Reviewers will need to review:

- The Benchmark Descriptors (Form C) for Overall Management and the proposed scores for the Managerial Actions and Competencies
- The completed Program Accomplishment forms (Form B) prepared by the manager being rated and the Results Evaluation Guide (page 10 of the User's Guide)

Review of the Benchmark Descriptors and Results Evaluation guide prior to the meeting with the responsible program manager is strongly recommended. During the meeting, the Rater and Ratee should discuss the Ratee's self-assessment and recommended ratings and the Rater's perceptions.

1. Overall Management Component (day-to-day administration of the program)

The Reviewer should review the benchmark descriptions for each factor and the manager's proposed self-assessment score for each factor to assure appropriate ratings. Relevant considerations are:

- Is the proposed score consistent with your observation of the manager's actions and behavior?
- If you have not observed actions that confirm or disprove the proposed rating, ask the manager to describe the actions he/she has taken that support his/her recommended score
- If the recommended points are not consistent with your observation of the manager's actions, share your observations and ask the manager to discuss the difference of opinion.

If agreement on the correct number of points is reached, sign off on the form.

If agreement is not reached, determine the correct number of points based on the manager's input and the benchmark descriptors for each factor. The Ratee must be informed of any changes to the proposed rating(s) and why the change(s) is/are being made.

2. Results Component (Accomplishment of planned objectives)

Verify whether:

- The planned objectives were completed on time. If not, is the stated percent completed correct (section 2b)? Is this a critical/essential result (section 7a)?
- Completion met the pre-established Evaluation Criteria (section 4a)
- That the recommended points (e.g., '400') are consistent with the Results Evaluation Guide on Replacement page 10.

3. Overall Score

If both components are used, the weight of each component can affect the final score.

There appropriateness of the previously assigned weight should be confirmed. It should be adjusted if the results do not reflect the actual level of performance.